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DTR-5995

18 FEB 1971

MEMORANDUM FOR: Assistant Deputy Director for Support

SUBJECT : Problem Solving Seminar #7: Comments

REFERENCE : Your Memo dtd 5 Feb 71, Subj: Report
of Problem Solving Seminar #7 -- The
Influence of Dependents on Employees

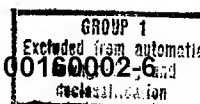
1. This memorandum is in response to the referenced correspondence in which you asked me to comment as to why the Americans Abroad Orientations were discontinued and as to whether Recommendations 19a and c could be accomplished.

2. The Americans Abroad Orientations were discontinued for budgetary reasons. OTR did not have a staff sufficiently large enough to give worthwhile orientations (three professionals and one clerical handling briefings on about 75 separate areas), nor was there any prospect of an increase in the staff.

3. Recommendation 19a could be accomplished but not by OTR under the present limitation of people and money. Aside from OTR's giving the two-day Orientation for Overseas and the eventuality of giving operations familiarization training to wives of some of the CS officers, it is our view that the responsibility for all other area orientation must be assigned to the CS Desks.

4. What is recommended in 19c has been investigated rather fully within OTR, particularly the matter of programming country briefings. The costs, including the need for an augmented staff, were considered to be excessive in proportion to the benefits that would be derived by the Agency from the undertaking.

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Currently, OTR has eight country kits (e. g. [REDACTED] etc.) which have been approved by the CS Desks and are made available to dependents who attend the Orientation for Overseas. The kits contain basic material that requires almost no updating; they do not include the kinds of things a dependent would get out of a post report or Desk briefing. Because of a lack of staff, additional kits have not been compiled for CS approval, and if this technique is to be productive, compiling and maintaining area kits will also have to become a CS Desk's responsibility.

5. I have attached several pieces of correspondence from our files which pertain to the subjects mentioned in this paper and which you may find of personal interest.

[REDACTED]

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HUGH T. CUNNINGHAM
Director of Training

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DD/S 71-0387

6 FEB 1971

MEMORANDUM FOR: Director of Medical Services
Director of Personnel
Director of Security
Director of Training


SUBJECT : Report of Problem Solving Seminar No. 7 -
The Influence of Dependents on Employees

1. Members of Problem Solving Seminar No. 7 have completed their study and submitted their report (copy attached). In paragraph 9 of the report the group acknowledged there were no conclusive statistics concerning dependent-related problems readily available from Agency sources, but go on to say that, based on "judgment of the seminar participants", the problems are of a significant proportion. Since the Offices of Personnel, Medical Services, and Security are concerned with dependent problems, I would like those Offices to comment on whether we have dependent-related problems beyond what might be considered reasonable, given the size of the Agency.

2. Recommendations 19.a. and c. relate to development of a training program that might assist in handling such problems as outlined in this report. It is my understanding that the Americans Abroad Course, established for this type of indoctrination, was discontinued several years ago. I would like Office of Training comments as to why it was discontinued and whether Recommendations 19.a. and c. could be accomplished should we decide it is desirable.

3. I would appreciate a reply by 15 February 1971.

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Robert S. Wattlea
Assistant Deputy Director
for Support

Att

DDS PROBLEM SOLVING SEMINAR NO. 7

THE INFLUENCE OF DEPENDENTS ON EMPLOYEES

THE PROBLEM

1. Should the Agency take into account the influence of an employee's dependents on his role in the Agency to a greater extent than it does at present, and if so, to what extent, and how should this be done?

ASSUMPTION

2. The adverse influence of dependents on employees has become significant enough to make it a matter of concern to management.

FACTS BEARING ON THE PROBLEM

3. The mission of the Agency is paramount to the needs of the employee and his dependents.

4. Adverse influence of dependents do affect, to some degree, the employee's (1) flexibility, (2) attitude, and (3) performance.

5. Dependent-related problems are intensifying in relation to the changes taking place in today's social climate.

6. The problem is Agency-wide, affecting not only personnel in the field but also those in the Headquarters area as well.


7. Although there is no Agency-wide dependent-oriented briefing program, there are existing mechanisms in the Agency which do concern themselves to some extent with dependent-related problems: the Office of Security, the Office of Medical Services, the Office of Personnel, the Office of Training, the Office of Communications and some of the DDP Divisions. Most employees, however, are either unaware of or reluctant to use these services.

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DISCUSSION

8. The employee is the Agency's most valuable asset. Dependent-associated problems, no matter what their nature--medical or psychiatric, alcoholism, drug addiction, educational, behavioral attitude of spouse, as well as the myriad other problems discussed at the seminar--do, to some degree, affect his ability to do his job. It is to the Agency's benefit to assist the employee, where possible, in solving these problems.

9. Although there were no conclusive statistics concerning dependent-related problems readily available from Agency sources, it was the judgment of the seminar participants that the wide range of problems confronting the employee and his dependents are of significant proportions and that they are intensifying, both at Headquarters and in the field, in relation to changes in today's social climate. (For example, there



10. At the present time there are several offices providing services which touch on dependents and their influence on the employee (see attachment). None of these services is geared primarily to the dependent and his welfare. Each concerns itself principally with the employee as an individual and not with dependents.

11. To minimize the adverse effects which dependents can have on the employee, the Agency should develop a program which could coordinate and use existing services to stimulate more positive attitudes on the part of adult dependents. The program should begin by making the adult dependents feel they are a vital part of the Agency team. Education of the employee and his dependents in the general mission of CIA and other appropriate items of topical interest should be the foundation of the program. The educational process must begin at the time of entering-on-duty and continue with periodic briefings throughout the employee's career. To be effective, these briefings should be not only relevant and mandatory for the employee but for the adult dependent as well.

12. Dependent participation can be fostered through such activities as the "Open House" briefings recently

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held by the various directorates. In addition, information on insurance benefit changes, Office of Medical Services consultative services, and other items of general interest, should be disseminated to dependents through the use of unclassified employee bulletins.

13. The agency should do as much as possible to give the employee and his dependents adequate preparation for overseas duty by providing them with meaningful cover briefings and overseas orientations. There should be general briefings of interest to all persons going overseas followed by specific area briefings which cover items ranging from medical and educational facilities and housing accommodations to cultural conditions in the area to which the family is being assigned. Selected mature dependents who have been to the area of assignment could be called upon to participate in these briefings.

14. It is important that dependent-related problems which can adversely affect the employee's role in the Agency be identified as early as possible to minimize their impact on the employee's component. To foster this, the Agency should, as an integral part of the program, create an environment which encourages employees to surface and discuss their dependent-related problems. These discussions must be held in an atmosphere of mutual trust and strict confidence. Although the mission of the Agency must come first, the organization should be as compassionate as possible in dealing with these problems without jeopardizing its mission.

CONCLUSIONS

15. Dependent-related problems have reached a magnitude that warrants taking action to minimize their effects upon the employee and the Agency.

16. The dependent's welfare does influence the employee's effectiveness. To help make this a positive influence, the Agency must make adult dependents understand they are felt to be a part of the organization and ensure that they are kept well informed.

17. The dependent briefings as they now exist are inadequate, and dependent-oriented services, such as they are, are generally unknown to the employee and his dependents.

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18. Dependent-related programs must not only be publicized but supported and enforced by executive management if they are to be effective.

RECOMMENDATIONS

19. It is recommended that:

- a. the Agency initiate a coordinated program to modify and expand existing programs to provide for the meaningful education of employees and their adult dependents. A good guide for such a program could be the Student and Wives Overseas Orientation Program (SWOOP) now used by the Office of Communications.
- b. the Office of Personnel develop an entrance-on-duty program providing germane and mandatory briefings for spouses and mature dependents as appropriate.
- c. the Office of Training be responsible for developing, from available Agency resources, country briefings of the Program Assisted Instruction (PAI) type with contributions on a current basis from each of the directorates complete with written material, slides, running dialogue, and contributions from stations regarding living conditions, cultural differences, medical facilities, and other matters of interest. Portions of this program should be mandatory for all mature adults accompanying employees assigned overseas.
- d. the Agency devise effective means to publicize the various services available through the Office of Medical Services, the Office of the General Counsel, the Office of Security, the Office of Personnel, and the Office of Training.

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- e. the employee be encouraged to make his dependent-related problems known to management and management, in turn, be as compassionate as possible without adversely affecting the mission of the Agency.

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Attachment: Dependent-related services and briefings provided by the Agency

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OFFICES PROVIDING DEPENDENT-RELATED
BRIEFINGS OR SERVICES

I. Office of Security - The Office of Security conducts investigations which give the Agency a perspective of the employee's personal state. This investigation includes information on the dependents. The information, if pertinent, is brought to the attention of the Applicant Review Panel or the Overseas Candidate Review Panel. This office maintains a personnel service that gives employees a channel to the various services offered within the Agency. This same service provides immediate assistance during any emergency, telephone number 351-6161, and is the prime point of contact for all employees and dependents requiring assistance during off-duty hours.

II. Office of Medical Services - The Office of Medical Services (OMS) evaluates all employees and dependents prior to residence abroad. This evaluation includes a basic physical examination and may, because of medical history or nature of assignment, include a psychiatric evaluation. The results of this evaluation are used to advise the requesting component on the appropriateness of a proposed overseas assignment. Pre-employment medical evaluations and/or examinations are performed on dependents on a limited basis when requested. Psychological assessment of employees and dependent wives are administered prior to certain covert assignments. In addition, consultative services are provided for the employee to discuss dependent-related medical problems. This service may result in specialized assistance and/or referral.

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III. Office of Personnel - The Office of Personnel is responsible for providing all employees with a general briefing upon entrance-on-duty with the Agency. A designee from the OP chairs the Overseas Candidate Review Panel which considers the suitability of all staff and Type A contract employees, and in some instances their dependents, prior to being assigned overseas duty. (During the period 1 January through 30 June 1970, [REDACTED] employees, of which [REDACTED] were from the Clandestine Service, were processed through the Central Processing Branch, Benefits and Services Division, OP). The Benefits and Services Division provides assistance on problems which may affect the employee. There are no known programs within the Office of Personnel which are directed specifically to the affairs of adult dependents.

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25X9 IV. Office of Training - The Office of Training conducts an overseas orientation program for employee dependents prior to the employee's first assignment abroad. This program is general and does not prepare an employee and his dependents for a specific overseas assignment. During the period 1 January through 30 June 1970, [REDACTED] dependents attended this briefing. ([REDACTED] on program for spouses [REDACTED] 25X1C employees prior to their husband's first overseas assignment. This program is general and lacks Agency orientation). Agency language courses are provided for dependent wives on a space available basis. During the period 1 January to 30 November 1970, twenty-two wives availed themselves of this service. There is also a briefing of wives of Agency officers attending the Basic Operations Course and the Advanced Operations Course at [REDACTED] Eighty wives attended these briefings during the January to November 1970 period. 25X1A

25X1A V. Office of Communications - The Student and Wives Overseas Orientation Program (SWOOP) is conducted at the Office of Communications School, [REDACTED] This orientation is tailored to the new employee and his family. It touches on pertinent aspects of the mission of the Office of Communications, as well as providing basic information on overseas assignments. The program consists of briefings on selected subjects, open forums, geographical seminars, and social periods. Informal, constructive, and frank discussions are encouraged. Staff employees and their wives who have had considerable foreign duty participate in the program.

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CURRENT BRIEFING PROGRAMS

1. OTR's School of Intelligence and World Affairs (SIWA) has a two-day course for personnel and adult dependents preparing for their first overseas tour with the Agency. This is called Orientation for Overseas (OO) and is offered once a month. The aim of this course is to alert Agency personnel to the wide variety of challenges which are commonly met in living and working abroad and to provide practical advice for responding to these challenges.

2. In the Vietnam Operations Course, sponsored by FE/[REDACTED] one day is devoted to the briefing of wives who will be located in FE safe-havens and those who will remain in the United States while their husbands serve in Vietnam. Since May 1970, four one-day briefings have been presented to a total of 35 wives. In addition, FE/[REDACTED] has sponsored one one-day briefing program for eight wives of officers scheduled for assignment to Laos. 25X1A

3. As a part of the Office of Communications Technical Radio Course (CTR), a five-month course for Communications technicians, there is a one-week briefing training program for wives. It is called Student Wives Overseas Orientation Program (SWOOP) conducted principally by the Office of Communications personnel and assisted by OTR. In FY 1970 [REDACTED] attended SWOOP. In this program the wives are acquainted with the realities of living overseas and an explanation is given to them for the odd working hours of most Communications technicians. In most cases the officer trainee has his overseas assignment in hand and the training is geared to present the realities of working and living conditions in the station to which he will be assigned. The Office of Communications calls upon its own experienced wives to assist in the program. Some Office of Communications technicians do not take this CTR course and do not get this SWOOP training. Some of the officers and wives of this latter group attend OO described in 1 (above). 25X9

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